Transformation Team Active Initiative Work Plan   VERSION 2-16-16

* New items are marked with an asterik - Updates are highlighted in red

Committee/Initiative Initiative / Initiative Subset	Initiative Description	Initiative Deliverable (what this initiative will produce)	Estimated Date of Completion
Budget and Allocations of Resources			
Service-Based Budgeting Program			
Allocations Process Strengthened	Allocations for all funds provided by July 1--allowing managers to make better informed budget decisions and more effectively manage their resources.	Allocations documents	**COMPLETE**
Execute Park Unit Function Tracking	Expenditure to be tracked at a greater level of detail, which will allow for a better understanding of current expenditures and inform resource allocations in the future.	Park Unit Function tracking reviewed and evaluated for compliance with Service-Based Budgeting (SBB)	**COMPLETE**
		Current costs (PUF) tables in Fiscal Tracking System (FTS) to be modified to allow Fiscal Year (FY) 2013 & 2014 to report program expenditures aligned with 10 SBB Programs	**COMPLETE**
		Notification to district administration staff (AO's) regarding the upgrades to the PUF Tables for FY 2015	**COMPLETE**
		FTS to be modified to add six remaining new SBB program report categories to be used for FY 2015	**COMPLETE**
		FTS reports run to provide FY 2015 analysis to expenditures in line with SBB Budget statement	**COMPLETE**
Development of Budget Architecture	Development of consistent operational tasks, deliverable standards and primary means of implementation.	Tasks, standards and implementation	**COMPLETE**

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Beta Test of the task-related data collection		SBB data collection system will be tested on a sufficient number of pilot parks and offices. Beta test will determine the effectiveness of the data collection process and inform the Budget and Finance committee on how to best collect the information on a department-wide basis.	Beta test completed on all pilot parks and offices	**COMPLETE**
SBB Application System -Wide		Apply budgeting data sets to system-wide approach.	Provide system-wide data for inclusion to larger departmental budget change proposal (BCP) requests	June 2016
Task and cost comparison with comparable parks within the National Park Service (NPS)		Validate SBB through looking at both a park-to-park comparison, as well as NPS business plans which included task and standards components.		June 2016
*Budget Management System				
		This initiative will consist of an improved revenue and expenditure tracking system designed to give managers complete and current financial data that will enable them to effectively allocate projected revenue and stay within budgeted expenditure limits during each fiscal year. The fiscal data provided by the improved system will allow Park managers maintain service levels in a flexible and cost-effective environment. This budget system will also allow managers to be held accountable for annual fiscal, program and service outcomes.	A new budget management system	July 2017
Operations and Human Resources				
Establish New District Superintendent Classification				
	Design and Establish New Classification	New district superintendent classification that provides greater opportunity for multidisciplinary departmental advancement and outside state service candidates.	Establish District Superintendent I & II Class	**COMPLETE**
	Develop Examination for New Class	Develop and implement an examination for the new classification.	Execute exam	February 2016

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Initiative	*Initiative Subset*			
Streamline Staff Hiring Process		Evaluate, redesign, reduce barriers and digitize paper process.	Flow chart for process improvement	**COMPLETE**
			Final draft flowchart demo and analysis to the Operations and Human Resources committee	BY March 2016
			Final process and flow patterns published to facilitate automation implementation	By March 2016
	Review Exam Process	Evaluate and compare DPR exams with CalHR initiative to stream line exam processes and classifications.	Evaluation and recommendation	By March 2016
Establish a Leadership Program		Design a leadership development plan that includes a career path, in/out-service training curriculum.	Draft career path and required training framework	By March 2016
	Approved Leadership Plan	Fully developed leadership develop plan.	Approved plan	By April 2016
Study the Existing DPR Organizational Structure; Analyze Options and Implement Beneficial Changes; and Align Position Classifications and Qualifications and Organizational Structure				
	Organization Chart Design Criteria	Develop required programs, functions and principles for all levels of organization structures within DPR.	Organization chart architecture	**COMPLETE**
	Develop Field Organization Chart Models	Based on design criteria, develop organization models for implementation at the field level.	Organization charts	May 2016
	Develop Headquarters Organization Chart Models	Based on design criteria, develop organization models for implementation at headquarters.	Organization Charts	February 2016
Relevancy				
Enhance and Develop Outreach Services to Underserved Communities				

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Initiative	Initiative Subset			
Develop Pilot Project for New Community Liaison		A two-year demonstration project in a culturally relevant context, providing a learning opportunity to implement outreach and engagement, education and interpretation, and recreational activity programs.	Implementation planning	February 2016
			Project implementation	July 2016
Unrecognized Promise: The Status of History and Scholarship in California State Parks		UC and DPR will develop college curriculum that will allow undergraduates to begin to explore and research topics and subject matter related to their assigned state park unit. The focus will be primarily on untold themes and stories that have been lost in the master narrative of the park.	Develop partnerships	September 2016
		Facilitate peer and public review of existing history and interpretive programs, and DPR history products by capable internal and external historians. Historians will make recommendations on current historical practices.	Recommendations to improve/update existing programs	June 2016
Planning and Innovation				
Develop a New Marketing System - Process Final Marketing Scope and Seek Outside Consultant Request for Quotation (RFQ) Proposal				
	Develop Draft Marketing Scope and Seek Outside Consultant		Draft scope of work for consultant	**COMPLETE**
		Prepare RFQ document. Send recommendations to Executive Staff for review/approval	Final RFQ proposal	**COMPLETE**
		*Develop scope of work for Phase I Report	Marketing Development Plan	July 2016

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Partnerships				
Review Roles and Responsibilities of the Statewide Support Organizations; Review and Update Policies and Procedures that Enable Partnerships for Park Operations; and Develop Management Structure that Fosters Positive Relationship w/ New and Existing Partners		Create a robust partnership program.	Comprehensive plan for a partnerships program/ function	**COMPLETE**
	Development of updated departmental policies and procedures	Updated departmental administrative and operational manual policies for Park Operations Policy Group review and recommendation to executive staff.	Draft updated policy	March 2016
	*Improve the quality and quantity of Volunteers and Docents	Review policies and identify positive changes	List of policies to be revised	April 2016
		*Draft policy changes	Proposed wording of policy changes	June 2016
Natural and Cultural Resources				
Increase Partnerships: Identify Research Needs and Develop Best Practices to Protect and Preserve California's Natural and Cultural Resources		Describe visions, programs and best practices to protect and preserve natural and cultural resources. Critically evaluate current efforts, engage cultural and natural resources leaders/stakeholders (e.g. agencies, non-governmental organizations, tribes, universities, etc.) from around the state to identify opportunities to improve restoration and management of California's iconic natural and cultural resources.	Report on current practices; Natural and Cultural Resources Advisory Workgroup	**COMPLETE**
			Vision document; Recommendations of practices and system changes to improve management	April 2016
			Projects that demonstrate conservation opportunities	June 2016